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AUTHOR	Seldin, Peter
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ABSTRACT

The complete process of initiating and monitoring an evaluation program is presented, noting that the ability to assess the performance of administrators and implement programs to enhance their skills and abilities is essential to the effective management of higher learning institutions. Such field tested resources as evaluation forms, performance rating questionnaires, sample essay appraisals, and interview guidelines are included, and such programs as reward systems, mentoring, and workshops are described. Eight chapters discuss the following: (1) changing expectations and roles of academic administrators; (2) why assess administrative performance?; (3) evaluating administrative performance: what works and what doesn't; (4) planning, implementing, and managing a successful evaluation program; (5) ensuring a sound legal basis for evaluation activities; (6) strategies for developing and improving administrative performance; (7) providing opportunities for professional development on and off campus; and (8) evaluating and developing the president: a role model for the process. An appendix provides benchmarks for evaluating and developing administrative performance. Tables are included. Contains 113 references. (SM)

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